

Award of the SERVICOM Index

Report of

**SERVICOM Compliance Evaluation of
Federal College of Education (FCE)
Yola, Adamawa State.**

May, 2019

EXECUTIVE SUMMARY

SUMMARY OF SERVICOM COMPLIANCE EVALUATION OF FEDERAL COLLEGE OF EDUCATION (FCE) YOLA

Date of Evaluation: 13th – 17th May, 2019

Score: 1.8 out of 4; (45%)

Ranking: Two Star (**) Service

Description: Fair

Findings

Strengths:

- Most staff and students interviewed commended the democratic leadership style of the Provost whom they described as a manager of men and resources. This they said is due to the fact that his tenure has witnessed a lot of development especially in the area of ICT in the college e.g. JAMB approved CBT centre and internal road construction within the college
- The College has in addition to its well-equipped Library an E-Library with a seating capacity of about 400 seats, computers fitted with access to global information, books and online journals for all programmes. This enable students research and successfully complete their academic program and also serve as a resource point for researchers within and outside the community
- FCE Yola has a SERVICOM Unit with full complement of staff which comprises of the Focal Officer and his team to drive the service delivery initiative. The Unit also uses School Officers as part of the implementation of the service delivery initiative in the college which has enhanced effective service delivery in the college
- There are clear directional signs to guide students and visitors to the various service points. This makes access within the College easy for everyone
- Organizational charts were displayed at all the service points visited. This makes it easy for students and visitors to know the hierarchy of the College at a glance and identify who to report cases of service failure to when the need arises
- The Quality Assurance Unit of the college has several templates for monitoring performance in the college. For example, Teaching Practice activity evaluation form, Examination Monitoring Report Form etc and reports are also collated and sent to Management as feedback received from students for service improvement purposes
- The College's Clinic apart from provision of health services to students and staff of the college, also provide community and health care services to the immediate environment which portrays the college as sensitive to the plight of its environment

- Partners of the College confirmed that they are consulted regularly on the service delivery process and systems aimed at improving services in the College
- Majority of staff of the college were observed during the evaluation exercise to have shown high level of commitment to their work which is commendable

Weaknesses:

- It was observed during the evaluation that some of the hostels (both male and female) were in a state of disrepair. Most of the toilets were dirty, with cracked walls, broken windows and the surroundings unclean, making it uncomfortable and inhabitable for students
- Interaction with staff revealed that there is acute shortage of staff in the college (both academic and non-academic), this has led to over working of the staff available thereby impeding efficient and effective service delivery
- The College is not a one stop shop, everything connected with the provision of the service is not located in one place for example; there are no banks or Automated Teller Machines (ATMs) to help students, staff and visitors with their financial transactions. This causes anxiety and poor reception experience to students and visitors to the college
- Some students complained that some lecturers do not turn up for lectures as scheduled this implies that waiting times standards to receive service are not strictly adhered to
- Although the college is doing a lot in the area of consultation, taking into cognisance the nature of the college comprising of both academic and non-academic staff in line with the various union groups, there is need for a wider consultation on developmental plans/projects of the college in order to enable everyone be carried along in the service delivery chain
- There was no evidence to show that the college publishes information, news items, articles etc for on hand information on activities of the college in form of flyers, magazines to enlighten customers, visitors, stakeholders on update of activities carried out by the college
- Although the Clinic serves the immediate community, there were complaints that some essential services like the laboratory services; birth attendant services etc are not offered. Thus there is need for expansion and upgrade of the Clinic in order to adapt services to customers need
- Some students and staff are of the view that the Teaching Practice which is a compulsory aspect of the teaching and learning process of the college for every student before the award of the NCE is not given utmost consideration in the sense that preparation for the supervision and monitoring is not adequately and financially provided for as at when due. This has led to some students not to be fully supervised according to the scheduled number of times
- Some junior staff of the College interviewed complained of not having regular/update training to improve their knowledge, skill and attitude for better service delivery

- There was no evidence to show at the time of evaluation that the College has produced a customer care policy to serve as a guide for staff (academic and non-academic) on treatment of customers/students e.g. student/lecturer relationship etc

Recommendations:

- Management of the College should endeavour to give the hostels a facelift. The buildings should be renovated and well maintained, also the existing arrangement with the hostel managers should be maintained with both sides adhering to the terms/conditions of agreement. This would make the hostels comfortable and habitable for students in order to be more focused on learning
- Adequate manpower (both academic and non-academic staff) should be employed by the college. This would reduce the work load on the existing staff and ensure effective and efficient service delivery In this regards, Management of the college should liaise with appropriate authorities to ensure that recruitment exercise is carried out without much delay
- Facilities such as banks and ATMs should be provided within the College to help students, staff and visitors with their financial transactions. This would reduce stress of going to town for the same purpose
- Waiting times standards to receive services should be adhered to. For example lecture times, payment times, time for conduct of examination and release of results. This would ensure orderliness in the system and engender trust in the service delivery process
- The Management of the College should ensure that all customer groups are carried along in the developmental plans/projects of the college. This is to enable everyone to be on the same page with the Management and ensure transparency in the system
- Information about the college in form of news items, bulletins, articles, flyers etc should be regularly published to enlighten students, stakeholders, visitors on update of the activities carried out by the college
- Essential services in the clinic such as laboratory services; birth attendant services etc should be offered to meet the demand of the community. In this regard the college clinic should be expanded or upgraded as the case may be
- Adequate attention should be given to the conduct and supervision of the Teaching Practice exercise. Provision should be made in terms of finances and mobilization of staff involved in the exercise. This would ensure that students are adequately supervised and monitored during the exercise for better performance
- Regular/update training especially for the junior staff should be provided by the College to enable them improve on their knowledge, skill and attitude in order to deliver efficient and effective service to the students and other stakeholders

- Customer care policy should be produced to guide staff (academic and non-academic) on treatment of customers/students. This would enhance student/lecturer relationship and also non-academic staff on better relationship management of students

Conclusion

The SERVICOM index awarded to the Federal College of Education (FCE), Yola is **1.8 out of 4.0 (45%)** which represents **Two Star (**)** Service and indicates 'Fair' service delivery. Although this is still far from praiseworthy, it is our belief that FCE Yola would aim at continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are faithfully implemented.

MAIN REPORT

1.0 Introduction

This is a report on the findings of a SERVICOM Compliance Evaluation of the Federal College of Education (FCE), Yola. Compliance has been measured against the SERVICOM Index, a yardstick for measuring the quality of service as delivered by Government through its various Ministries, Departments, Parastatals and Agencies (MDAs).

The SERVICOM Index is predicated on the facts that:

- the ultimate purpose of governance is to serve citizens;
- citizens have the right to be served right;
- service is well delivered only when citizens are satisfied; and
- the Federal Government is committed to the provisions of SERVICOM (Service Compact with All Nigerians) as a programme to improve service delivery throughout the country.

Customer satisfaction is the overriding consideration of service delivery. Extensive research, consultations and surveys have shown that customer satisfaction is broadly driven by several drivers, listed below. FCE Yola has been evaluated for each of these drivers through customer/student interviews, discussions with staff, discussions with partners, review of key documents and observations made at FCE Yola. The overall Index score for FCE Yola has been calculated as a weighted average of the scores evaluated for each driver. The weight of importance attached to each driver is as follows:

- Service Delivery - 30%
- Timeliness - 24%
- Information - 18%
- Professionalism - 16%
- Staff Attitude - 12%

2.0 Acknowledgement

We acknowledge the co-operation of the following for their contributions in the course of the evaluation exercise:

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|-----|-----------------------------|--|
| 1. | Mallam Adamu Adamu | Honourable Minister of Education |
| 2. | Prof. Anthony G. Onwuka | Hon. Minister of State Education |
| 3. | Arch. Sunday Echono | Permanent Secretary, Fed. Min of Education |
| 4. | Prof. Bappa-Aliyu Muhammadu | Executive Secretary, NCCE |
| 5. | Prof. Abdul'Mumin Sa'ad | Provost FCE Yola |
| 6. | Dr. Johnson Blo Malgwa | Deputy Provost, FCE Yola |
| 7. | Fa'iza A. Ahmed | Registrar, FCE Yola |
| 8. | Dr. Hassan M. Mubi | Dean Students Affairs, FCE Yola |
| 9. | Maryam B. Ribadu | College Librarian, FCE Yola |
| 10. | Ahmed Mohammed | College Bursar, FCE Yola |
| 11. | Engr. Tasiu Idi | Director Works and Services |
| 11. | Dr. Ilufoye Abubakar | Doctor in charge, FCE Yola Clinic |
| 12. | Dr Halliru Abdu | Coordinator Teaching Practice, FCE Yola |
| 13. | Alh. Yahya A. Jada | Director SERVICOM, FCE Yola |

3.0 Terms of Reference

Federal College of Education (FCE) Yola was selected for SERVICOM Index Compliance evaluation following a Presidential directive that all Government Departments and Agencies be evaluated for SERVICOM Index Compliance.

The mandate of the SERVICOM Compliance Evaluation team is to identify those areas or actions that can bring immediate or urgent improvement in services to citizens.

4.0 Methodology

The Federal College of Education, Yola was established in 1974 as a middle level Teachers training institution and known as the Federal Advanced Teachers College (FATC) Yola, the Institution metamorphosed into the Federal College of Education Yola. Via decree No 2 of 1986 and 1993 (amended), establishing Federal Colleges of Education in Nigeria.

The College has as its mandate to train teachers and award them with Nigerian Certificate in Education (NCE) certificate as the minimum teaching qualification in the country. FCE Yola has about thirty-one (31) NCE academic programmes spreading across seven (7) schools, eight (8) degree programmes, one (1) professional Diploma in Education and one (1) Pre NCE programme.

The College is located at Jimeta, in Yola capital of Adamawa State. The existing schools include:

- a. School of Arts and Social Sciences
- b. School of Early Childhood Care and Primary Education
- c. School of General Education
- d. School of Languages
- e. School of Sciences
- f. School of Vocational Education
- g. School of Non-formal

The service windows of FCE vary significantly. To get a good representation, we considered that we should inspect service windows that vary in:

1. Sizes (large or small)
2. Volume of Customers (High or Low)
3. Range of Services Provided (Full range of service or limited range of services)

Therefore the following service windows (Departments) were selected for evaluation:

1. Academics
 - Teaching Practice Department
 - Early Child Hood
 - Elementary Education Department
 - Basic school
 - Graduate Program in Education(GPE) Department
2. Registrar's Office (Admissions)
3. Examinations and Records
4. Hostel Accommodation
5. Library Information and Media Studies (LIMS) Department
6. Bursary (Finance and Accounts)

The SERVICOM team for this evaluation consisted of two (2) SERVICOM Officers and the Focal Officer FCE Yola.

Evidence was gathered at the service windows through customer/students interviews, discussions with staff and partners, review of key documents and general observations.

Given the peculiar nature of the services provided by FCE Yola, it was also important to evaluate further evidence by administering questionnaires, and conducting interviews with partners including Tropical Bookshop Limited. The websites of SERVICOM Office www.servicom.gov.ng and FCE Yola www.fceyola.edu.ng were also used for research.

The key documents reviewed include:

- Calendar of Academic events for 2018/2019 session
- Report of Teaching Practice Monitoring for 2014/2015 session
- Report on the Activities of the SERVICOM Unit
- Report on Monitoring
- Minutes of meeting of the Students' Consultative Assembly
- FCE Yola Annual Report 2016/ 2017
- FCE Yola revised Student Guide Book
- Staff Development Policy
- Organogram of FCE Yola
- Minutes of meeting of the internal Assessment Committee
- Minutes of meeting of extended Management Committee
- Minutes of the fifth meeting of College Governing Council
- Minutes of Core Management Committee
- FCE Yola Five Year Strategic Plan
- Teaching Practice Form B
- Revised Conditions of Service for Colleges of Education
- Revised Schemes of Service for Colleges of Education
- APER Forms

5.0 Findings:

The findings presented in this section comprise of an Index score, observations on the Service Charter and on the quality of service delivery found at the service windows.

5.1 Charter Evaluation

There was no evidence to show that Federal College of Education Yola has produced a Service Charter as at the time of evaluation.

5.1.1 Recommendations for developing a Service Charter

Based on the findings, the following recommendations are provided to assist the college come up with a Realistic and customer focused Service Charter

- Management of the College should ensure that a Service Charter is produced for the benefit of all staff and students. This would guarantee quality service delivery to all students and stakeholders
- In line with best practices, all stakeholders should be engaged during the development of the Charter. This would ensure that service standards are realistic and achievable

- The contents of the Charter should be properly arranged with specific details in the following order:
 - Foreword
 - Introduction/Background
 - Vision
 - Mission
 - Services Rendered
 - List of customers (intra, inter and public)
 - Performance target/customers' expectations
 - Obligations of customers
 - Complaints/Grievance Redress Mechanism
 - Stakeholders participation in service provision
 - Special needs provision
 - Existing limitations

5.2 Index score

The table below summarises the result of evaluation of FCE Yola. Based on the evaluation, we have calculated a score for FCE Yola.

The overall Index score for FCE Yola is: **1.8 out of 4 (45%) Description: 'Fair'**

	Score for FCE Yola
Overall Index Score	1.8
Service Delivery	1.9
1 – Standards & practices / performance	2.0
2 - Reception experience	2.1
3 – Complaints & grievance redress	1.7
Timeliness	2.0
1–Standards& practice/performance	2.0
2 – Customer friendliness	2.0
Information	1.7
1 – Information	2.0
2 - Customer feedback	1.4
Professionalism	1.9
1 – Transparency	1.6
2 – Efficiency	2.1
Staff Attitude	1.6

*Scores are rounded up to one (1) decimal point

5.3 Key findings

The following observations have been made on the quality of service delivery provided by the service window evaluated, which we feel need to be addressed as a matter of urgency:

5.3.1 Service Delivery

- It was observed during the evaluation that some of the hostels (both male and female) were in a state of disrepair. Most of the toilets were dirty, with cracked walls, broken windows and the surroundings unclean, making it uncomfortable and inhabitable for students
- Interaction with staff revealed that there is acute shortage of staff in the college (both academic and non-academic), this has led to over working of the staff available thereby impeding efficient and effective service delivery
- The College is not a one stop shop, everything connected with the provision of the service is not located in one place for example; there are no banks or Automated Teller Machines (ATMs) to help students, staff and visitors with their financial transactions. This causes anxiety and poor reception experience to students and visitors to the college
- The Students Affairs Department does not have a waiting area for students; thus students were seen bending or squatting as they wait to receive service. This causes stress and discomfort to students and a poor reception experience
- The complaints procedure is not clearly spelt out in a written format to guide students when services fail. This makes it difficult for students to know the appropriate channel for lodging complaints when services fail
- Most students and staff interviewed confirmed that the College has no provision for those with special need e.g. braille for the blind. This shows that not all customer groups are covered in the services provided by the College

5.3.2 Timeliness

- Some students complained that some lecturers do not turn up for lectures as scheduled this implies that waiting times standards to receive service are not strictly adhered to
- Students complained that most staff do not offer explanations for delays in service nor do they explain interruptions to service. This contributes largely to endless waiting time and causes students anxiety as observed during the evaluation at the Students Affairs Department where students were kept waiting for hostels/rooms to be allocated

5.3.3 Information

- Interaction with staff and students shows that the College does not have a Service Charter. This makes customers not to be fully aware of the service delivery standards attached to services rendered by the college. Thus performance measurement against set standards of service becomes difficult in terms of service delivery
- Although the college is doing a lot in the area of consultation, taking into cognisance the nature of the college comprising of both academic and non-academic staff in line with the various union groups, there is need for a wider consultation on developmental plans/projects of the college in order to enable everyone be carried along in the service delivery chain
- There was no evidence to show that the college publishes information, news items, articles etc for on hand information on activities of the college in form of flyers, magazines to enlighten customers, visitors, stakeholders on update of activities carried out by the college
- Most students spoken to stated that they are not aware of the Service Delivery Initiative (SERVICOM) in the College as a result, they are not aware of the services rendered by the Unit in terms of complaints handling

5.3.4 Professionalism

- Although the Clinic serves the immediate community, there were complaints that some essential services like the laboratory services; birth attendant services etc are not offered. Thus there is need for expansion and upgrade of the Clinic in order to adapt services to customers need
- Some students and staff are of the view that the Teaching Practice which is a compulsory aspect of the teaching and learning for every student before the award of the NCE is not given utmost consideration in the sense that preparation for the supervision and monitoring is not adequately and financially provided for as at when due. This has led to some students not to be fully supervised according to the scheduled number of times
- Facilities in the early childhood Department like toys, bicycles and other modern teaching aids for early childhood development are not adequate to cater for the need of the children. Also there seems to be space constraint considering the number of children enrolled
- Some junior staff of the College interviewed complained of not having regular/update training to improve their knowledge, skill and attitude for better service delivery

5.3.5 Staff Attitude

- There was no evidence to show at the time of evaluation that the College has produced a customer care policy to serve as a guide for staff (academic and non-academic) on treatment of customers/students e.g. student/lecturer relationship etc

5.4 Additional Findings

5.4.1 Information

- Customer satisfaction surveys are not regularly carried out to test and determine the satisfaction level of all customer groups of the College and for improved service delivery
- The results of consultations and feedback on services are not published in public domains for the benefit of students e.g. meeting with students, other customer groups and partners

5.4.2 Professionalism

- Summary of complaints received over a certain period is not analysed and published for the benefit of customers. Also to help identify trends of complaints and to forestall reoccurrence of such
- It was observed that the College does not have a reward system in place for staff that excel in the discharge of their duties e. g. outstanding performance. This dampens staff morale and affect productivity

6.0 Recommendations

The following recommendations are provided in order to suggest actions that can be taken which could directly lead to improvements in service delivery. In this report, we are unable to comment on general constraints relating to physical or human resources, or structural and systemic issues, which may impinge on effective delivery of services to the public.

6.1 Key recommendations

6.1.1 Service Delivery

- Management of the College should endeavour to give the hostels a facelift. The buildings should be renovated and well maintained, also the existing arrangement with the hostel managers should be maintained with both sides adhering to the terms/conditions of agreement. This would make the hostels comfortable and habitable for students in order to be more focused on learning
- Adequate manpower (both academic and non-academic staff) should be employed by the College. This would reduce the work load on the existing staff and ensure effective and efficient service delivery In this regards, Management of the College should liaise with appropriate authorities
- Facilities such as banks and ATMs should be provided within the College to help students, staff and visitors with their financial transactions. This would reduce stress of going to town for the same purpose
- Adequate waiting area with good seating arrangements, water dispenser etc should be provided in all service windows especially in the Student Affairs Department. This would provide comfort for students and a good reception experience while waiting to receive service
- The College should develop a written complaints procedure to guide students and other customer groups on how and who to complain to when service fails
- Provision should be made for students with special need e.g. braille for the blind. This would ensure that all customer groups are covered in the services provided by the College

6.1.2 Timeliness

- Waiting times standards to receive services should be adhered to. For example lecture time tables, payment times, time for conduct of examination and release of results. This would ensure orderliness in the system and engender trust in the service delivery process
- Staff should endeavour to offer explanations for delays in service and explain interruptions to service. For example explanation should be given when lecturers are not able to meet with the scheduled time table or any other activity. This would reduce the anxiety and anger of students

6.1.3 Information

- A standard Service Charter for the College should be put in place. This should clearly state the service delivery process of the College and what students and stakeholders should expect with the appropriate Grievance Redress Mechanism clearly stated. This would enable the college's performance to be measured against set standards in terms of service delivery
- The Management of the College should at all times ensure that all customer groups are carried along in the developmental plans/projects of the College. This would enable everyone to be on the same page with the Management and also ensure transparency in the system. This would go a long way to reduce incidence of information gap in the system
- Information about the college in form of news items, bulletins, articles, flyers etc should be published to enlighten students, stakeholders and visitors on update of the activities carried out by the College
- Students should be sensitized on the Service Delivery Initiative (SDI) regularly by the SERVICOM Unit of the College. This would enlighten them on their rights and to challenge service failure when it occurs

6.1.4 Professionalism

- Essential services in the Clinic such as laboratory services; birth attendant services etc should be offered to meet the demand of the community. In this regard the College Clinic should be expanded or upgraded as the case may be for better service delivery
- Adequate attention should be given to the conduct and supervision of the Teaching Practice exercise. Provision should be made in terms of finances and mobilization of staff involved in the exercise. This would ensure that students are adequately supervised and monitored during the exercise for better performance
- Facilities such as toys, bicycles and other modern teaching aid for early childhood development should be provided to cater for the need of the children in the Early Childhood Centre. Also adequate space should be created to accommodate the population of children enrolled
- Regular/update training especially for the junior staff should be provided by the College to enable them improve on their knowledge, skill and attitude in order to deliver efficient and effective service to the students and other stakeholders

6.1.5 Staff Attitude

- Customer care policy should be produced to guide staff (academic and non-academic) on treatment of customers/students. This would enhance student/lecturer relationship and also non-academic staff on better relationship management of students

6.2 Additional Recommendations

6.2.1 Information

- Customer satisfaction surveys should be regularly carried out to ascertain customer satisfaction level and for improved service delivery in the College
- The results of consultations and feedback with staff, partners and customers should be published and placed in public domains (notice boards) in order to increase the level of confidence customers have in the services delivered by the College

6.2.2 Professionalism

- Summary of complaints received over a certain period should be analysed and published for the benefit of customers. This would also help to identify trends of complaints and to forestall future occurrence
- The College should put in place a reward system to recognize and reward outstanding performance. This would make staff to put in their best at all times and improve productivity

6.3 Service Improvement Planning

Although the question of how these recommendations might best be implemented is a management issue for FCE Yola, SERVICOM Office through the SERVICOM Institute will work with the management of FCE Yola and its SERVICOM Unit to develop and guide the implementation of appropriate Service Improvement Plans.

6.4 Conclusion

The SERVICOM index score awarded to **FCE Yola** is **1.8** out of **4.0 (45%)** which represents **two star (**)** and indicates **'fair' service delivery**. Although this is still far from praiseworthy, it is our belief that **FCE Yola** would aim at continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are faithfully implemented.